

1985
Promotion Planner
for Alberta Business



Alberta
TOURISM AND
SMALL BUSINESS

1985 Promotion Planner For Small Business

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ASSISTING SMALL BUSINESS THROUGHOUT ALBERTA

The Small Business Division was established under the Department of Tourism and Small Business Act of July 4, 1979. The major objective of this division is to provide management assistance to small business throughout the province and to assist in community economic development and business site location.

SMALL BUSINESS DIVISION

Persons wishing to start a new business in Alberta, individuals looking for advice on how to improve operations, or those seeking general information on business will find it helpful to turn to the Small Business Division of Alberta's Department of Tourism and Small Business.

The division's specific role is to assist small business throughout Alberta. Its counsellors, business analysts and business development representatives are thoroughly familiar with the needs and problems of small business in Alberta, and are ready to respond quickly and helpfully to requests for assistance.

SMALL BUSINESS ASSISTANCE BRANCH

To meet the needs of a wide range of people who want to start a business or are already operating a small business in Alberta, the branch offers a readily available level of support. Procedures are simple and straightforward. The branch offers the following services:

Business Counselling

Advice on starting a new business or improving the operation of an existing business is available through counselling services provided by experienced business analysts and business counsellors. Specialists in merchandising, manufacturing and other fields are available when required.

If you need someone to address a group, club or organization on a business subject, the Small Business Assistance Branch will be pleased to make arrangements. Simply call the nearest office of the division and arrange a suitable time.

Information on how to get a business going is offered in a series of comprehensive small business guides. Packed with facts on starting, financing, marketing and operating a business in Alberta, these handbooks are in continuing demand. Copies are available at all office locations.

Management Assistance

Groups of about twenty small businesses in any community who want to improve performance may take advantage of the department's Management Assistance Program (MAP). Organized through local chambers of commerce or other business organizations, management assistance is arranged by the branch through private management consultants retained to work with each individual business owner/manager.

Private consultants start by carefully looking at areas where effective changes can be made. They then demonstrate how to go about making these changes. After allowing time to carry out their suggestions, they return to assess progress and offer further assistance, if necessary. This process has already helped many small businesses in the province. Groups or organizations can inquire directly to the nearest Small Business Division office about this program.

RESEARCH AND ANALYSIS

This section offers a research and analysis capability to provide input to the decision and policy-making process required for effective development of the small business sector. This includes economic, marketing, program and policy evaluation as well as development of computer services and information systems in the Small Business Division. Research and Analysis periodically provides statistical data and status reports on the small business sector and responds to private sector requests for information.

REGIONAL BUSINESS DEVELOPMENT BRANCH

Assisting small business from a regional or community economic development point of view is the responsibility of this branch. Its programs are administered on a regional basis.

Rural Business Projects

In seven regions of Alberta, certain communities are working co-operatively to solve their own business development problems. Funded by the Department of Tourism and Small Business, these projects are organized by autonomous boards of directors. Programs include attraction of industry, new employment opportunities, new housing areas, essential services, specialized business assistance and increased awareness of government programs available for community development.

Northern Region

The Northern Region office supervises regional business development programs through offices located in Grande Prairie, Edmonton (Rural), Edson, Fort McMurray, Peace River and St. Paul.

Southern Region

The Southern Region office supervises regional business development programs through offices located in Calgary (Rural), Camrose, Lethbridge, Medicine Hat and Red Deer.

The department's regional business development programs include the following services:

Community Economic Development

Business development representatives in the regional offices work with rural communities to help them achieve a viable long-term economic base. The approach is to support the expansion of existing business and industry or to activate communities through self-help programs directed towards attracting new enterprise. The branch works closely with elected municipal officials, local business organizations, individual businessmen and other government departments to achieve these objectives.

Community Profiles

Existing or potential businessmen often require information to make decisions on whether to locate or expand into rural Alberta. For this reason, the branch offers detailed profiles on more than 180 communities, containing such information as population, location, transportation, facilities, industrial land, utilities, building permits, and much more useful data.

Industrial Land Program

This program enables communities without suitable property to seek assistance from the Alberta Government to assemble and/or develop industrial land. Branch staff assist in the explanation and the original application procedure. The Alberta Housing Corporation works in concert with the Small Business Division and provides the necessary financial assistance for assembly and/or development of approved applications.

Business Site Locations Program

Small Business Division representatives are available to help businesses find suitable locations in Alberta compatible with their requirements. Co-ordination of servicing business location inquiries is achieved by utilizing the community profile packages, regional offices and other government departments.

Locations Assistance Program

Under this program, communities are offered financial assistance to enable prospective business investors to visit a community in order to study industrial location advantages. The program provides for the cost of transportation, accommodation and meals. The community must show that it has suitable industrial land, skilled labor and other facilities at the time of application, to accommodate the new business.

EFFECTIVE MARKETING

In today's competitive environment effective marketing is more important to the success of businesses than ever before. The business that strategically markets its products and services is the one that will grow in sales and financial stability.

Marketing has been defined as "the performance of all activities that direct the flow of goods and services from the producer to the consumer or end user". In other words, marketing is selling what the market wants to buy — not what you want to sell or have to sell. The marketing process makes you the purchasing agent for the customer — not the sales agent for the manufacturer or supplier.

KNOW YOUR CUSTOMERS

An effective marketer must identify and understand his:

1. Target customers or businesses
2. Competition
3. Company's abilities and pitfalls
4. USP (Unique Selling Position)

Once you have identified your target customers or businesses and understand them you will better know their wants and needs. This knowledge will indicate:

1. The type of media which affects them
2. Their decision-making process
3. Their likes and dislikes
4. Their shopping habits
5. Their attitudes, lifestyles, interests and activities
6. Their buying patterns
7. Their disposable income
8. Their service level expectations

By using this knowledge you, the businessman, can formulate and implement an effective marketing plan.

KNOW YOUR COMPETITION

Every business has competition be it from direct or indirect competitors. A detailed analysis should be done on your competition to determine:

1. Goods and services offered
2. Pricing policies
3. Target customers or businesses
4. Competitors' USP
5. Level of customer service
6. Their advertising media mix
7. Their business resources
8. Their market share

The results of this analysis will indicate where opportunities and voids exist in your market place.

KNOW YOUR OWN RESOURCES

No one person can be all things to all people. Similarly, no one business possesses all skills or abilities. Therefore, a business skills and resources analysis should be done. It should include a review of the following areas:

1. Manpower Resources/Skills

Do we have the proper number of employees?

Do they possess the right skills (i.e., sales, financial, marketing, production, service, clerical or managerial)?

2. Financial Resources

Do we have adequate cash flow?

Do we have a cash reserve?

Do we have sufficient financial backing (i.e., shareholders, private investors, or bank support)?

3. Facilities Analysis

- Are our present facilities adequate to handle existing or future business (i.e., plant size, store layout, service depots)?
- Does our present facility enhance or detract from our desired business image?
- If so, are modifications necessary?

Upon review of your analysis the shortfalls or opportunities you face will become obvious.

PUTTING IT ALL TOGETHER

These customer, competition and skills analyses are but the first part of a successful marketing plan. Other factors you must consider are:

1. Pricing
2. Location/Distribution
3. Product Presentation
4. Advertising
5. Sales Promotion
6. Selling Approach
7. Customer Service Relations
8. Business Image

Now that you have reviewed each element in your marketing plan, you are ready to define your own USP. In other words, "What sets you apart from the rest?" or "What makes you different?"

CHOOSING A MEDIA MIX

Every business has a multitude of media from which to choose. However, it is important to select the media mix which best reaches your target market audience. The following is a list of some of the most commonly used kinds of media:

Newspapers

- (A) Daily Papers
- (B) Weekly Papers
- (C) Community Papers

Trade Publications

- (A) Magazines
- (B) Newspapers
- (C) Newsletters
- (D) Directories/Catalogues
- (E) Consumer Magazines

Miscellaneous Publications

- (A) Mail Tabloids
- (B) Local and Community Publications
- (C) Church and School Publications
- (D) Theatre Programs

Direct Mail

- (A) Letters
- (B) Envelope Enclosures: stuffers, folders
- (C) Circulars
- (D) Postcards and Mailing Cards
- (E) Self-Mailing Folders
- (F) Booklets and Catalogues

Miscellaneous Direct Mail

- (A) Handbills, Circulars
- (B) Prints of Advertisements
- (C) Package Inserts
- (D) Wrapping Supplies, Merchandise Labels
- (E) Gift Novelties
- (F) Telegrams
- (G) Special Delivery Letters
- (H) Store Publications
- (I) Flyers

Telephone

Radio

- (A) Live Broadcasts
- (B) Commercials
- (C) Jingles
- (D) Sponsorships
- (E) News Events

Television

- (A) Live Broadcasts
- (B) Commercials
- (C) Sponsorships

Outdoor Signs

- (A) Posters
- (B) Billboards
- (C) Electric Signs

Cards

- (A) Transit Advertising
- (B) Car Signs

Miscellaneous

- (A) Taxicab Signs
- (B) Truck Signs and Posters
- (C) Window Signs
- (D) Slide Presentations
- (E) Promotional Films
- (F) Street Banners
- (G) Kites and Balloons
- (H) Skywriting
- (I) Bench Signs
- (J) Airplane Banners

In-Store Signs

Trade Shows

- (A) Industry Shows
- (B) Local Trade Fairs
- (C) Fashion/Product Shows
- (D) Demonstrations
- (E) Exhibits

Promotional Aids

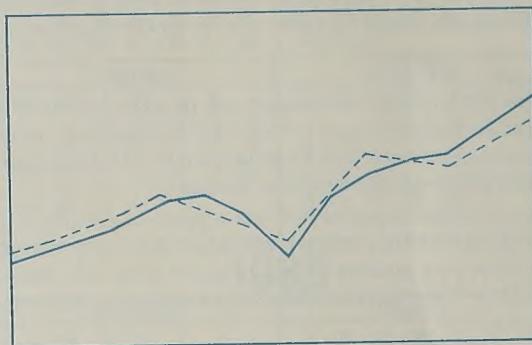
- (A) Business Cards
- (B) Store Bags
- (C) Pens
- (D) Calendars

TIMING YOUR PROMOTION

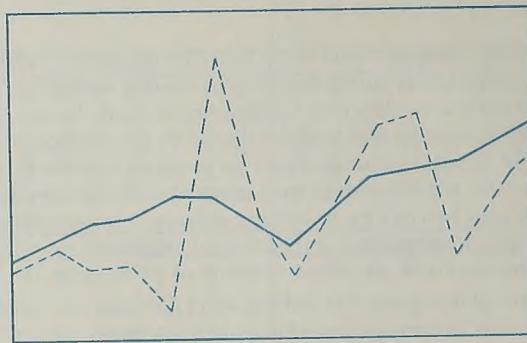
Plan your advertising and promotional program to support your best sales periods. It should be timed so as to stimulate increased sales during your peak selling periods. Timing is essential to sound, profitable advertising and promotion.

If you want well-timed advertising to sell more merchandise at lower unit cost, then you need a sales and advertising pattern which month-by-month looks —

LIKE THIS



NOT THIS



----- Advertising

— Sales

HOW TO USE THIS BOOK

1. Complete the 1984 Promotion Budget (Page 12) as per last year's actual figures. Calculate both the % of promotional dollars spent by month as well as the yearly % of dollars spent on each promotion medium. (If you are a new business and have no historical data, you should start at Step 3.)
2. Complete the Sales/Promotion Analysis (Page 11), 1984 actuals. Note any large percentage differences between your monthly sales and your promotion costs. These are areas you may wish to adjust in 1985.
3. Now enter your 1985 sales projections onto the Sales/Promotion Analysis Sheet (Page 11). Using your own historical trends or the industry standards (Page 44), distribute your sales goals by month. Keep in mind that these monthly sales goals should be a sum of your various department sales goals by month.
4. Transfer your 1985 monthly promotion cost projections from (Page 11) to your 1985 Promotion Budget (Page 13). Once this is completed, allocate a monthly and yearly reserve amount which can be used to take advantage of promotion opportunities which are unplanned at this point.
Establish a promotion budget which will support your efforts in achieving your projected sales goals. Plan your greatest promotion efforts during the periods where you think your greatest success or payoff will occur. Remember the "Important Dates" and merchandising opportunities for each month.
5. Review your 1984 Promotion Budget (actuals, Page 12) and consider your 1984 pitfalls. Now go to your 1985 Projected Promotion Budget (Page 13) and allocate the remaining promotion dollars monthly to the media elements you wish to utilize.
6. Now you have completed your 1985 Projected Promotion Budget (Page 13). Transfer this promotion information to your monthly worksheets (Pages 14 - 43). Each month sales objectives by department should be set. Additionally, your monthly promotions should be planned (in the workspace provided) detailing the departments or merchandise you wish to promote, the media mix you wish to use and the costs of each promotion. Promotions should be finalized at least two months in advance keeping in mind holidays, important dates, number of selling days and traditional events. Always ensure that you are not planning events too closely together or too far apart.
Keep records of this year's (TY) and last year's (LY) sales and weather up-to-date during the year. Comments should include any activity, event or happenings which may improve or hinder your sales performance (i.e., competitor A started a 2-for-1 sale). This kind of information will help you build and adjust a planning system which you can use as a day-to-day operating plan.
7. You may wish to keep a scrapbook or file of both your ads and those of your competitors. A review of these ads can assist you in better planning and measuring the effectiveness of your promotional efforts.

***PLEASE NOTE: Sundays have not been included as selling days.**

THREE YEAR CALENDAR 1984

JANUARY							FEBRUARY							MARCH							APRIL								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
1	2	3	4	5	6	7	5	6	7	8	9	10	11	4	5	6	7	8	9	10	1	2	3	4	5	6	7		
8	9	10	11	12	13	14	12	13	14	15	16	17	18	11	12	13	14	15	16	17	15	16	17	18	19	20	21		
15	16	17	18	19	20	21	12	13	14	15	16	17	18	18	19	20	21	22	23	24	22	23	24	25	26	27	28		
22	23	24	25	26	27	28	19	20	21	22	23	24	25	25	26	27	28	29	30	31	29	30							
29	30	31					26	27	28	29																			
MAY							JUNE							JULY							AUGUST								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
1	2	3	4	5	6	7	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11		
6	7	8	9	10	11	12	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18		
13	14	15	16	17	18	19	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25		
20	21	22	23	24	25	26	24	25	26	27	28	29	30	30	31							26	27	28	29	30	31		
27	28	29	30	31			28	29	30	31												30	31						
SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	2	3	4	5	6	7	8		
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8		
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15		
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22		
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	31	23	24	25	26	27	28	29		
30																					30	31							

1985

JANUARY							FEBRUARY							MARCH							APRIL							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7	3	4	5	6	7	8	9	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
6	7	8	9	10	11	12	10	11	12	13	14	15	16	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
13	14	15	16	17	18	19	17	18	19	20	21	22	23	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
20	21	22	23	24	25	26	24	25	26	27	28	29	30	24	25	26	27	28	29	30	28	29	30	31				
27	28	29	30	31																								
MAY							JUNE							JULY							AUGUST							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7	2	3	4	5	6	7	8	1	2	3	4	5	6	7	4	5	6	7	8	9	10	
5	6	7	8	9	10	11	9	10	11	12	13	14	15	9	10	11	12	13	14	15	7	8	9	10	11	12	13	
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19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22	21	22	23	24	25	26	27	
26	27	28	29	30	31		17	18	19	20	21	22	23	24	25	26	27	28	29	30	28	29	30	31				
SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7	1	2	3	4	5	6	7	3	4	5	6	7	8	9	1	2	3	4	5	6	7	
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22	23	24	25	26	27	28	20	21	22	23	24	25	26	20	21	22	23	24	25	26	22	23	24	25	26	27	28	
29	30	31					21	22	23	24	25	26	27	28	27	28	29	30	31		29	30	31					

1986

JANUARY							FEBRUARY							MARCH							APRIL							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7	2	3	4	5	6	7	8	2	3	4	5	6	7	8	6	7	8	9	10	11	12	
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26	27	28	29	30	31		17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	27	28	29	30	31		
MAY							JUNE							JULY							AUGUST							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	3	4	5	6	7	8	9	
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14	10	11	12	13	14	15	16	
11	12	13	14	15	16	17	11	12	13	14	15	16	17	11	12	13	14	15	16	17	11	12	13	14	15	16	17	
18	19	20	21	22	23	24	12	13	14	15	16	17	18	12	13	14	15	16	17	18	15	16	17	18	19	20	21	
25	26	27	28	29	30	31	19	20	21	22	23	24	25	19	20	21	22	23	24	25	21	22	23	24	25	26	27	
28	29	30					20	21	22	23	24	25	26	20	21	22	23	24	25	26	23	24	25	26	27	28	29	
SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER							
S	M	T	W	T																								

IMPORTANT DATES

Date	1984			1985			1986		
	Sun	Jan	1	Tues	Jan	1	Wed	Jan	1
New Year's Day									
Ukrainian Christmas	Sat	Jan	7	Mon	Jan	7	Tues	Jan	7
Ground Hog Day	Thurs	Feb	2	Sat	Feb	2	Sun	Feb	2
Valentine's Day	Tues	Feb	14	Thurs	Feb	14	Fri	Feb	14
Ash Wednesday	Wed	Mar	7	Wed	Feb	20	Wed	Feb	12
St. Patrick's Day	Sat	Mar	17	Sun	Mar	17	Mon	Mar	17
First Day of Spring	Tues	Mar	20	Wed	Mar	20	Thurs	Mar	20
April Fool's Day	Sun	Apr	1	Mon	Apr	1	Tues	Apr	1
Passover	Tues	Apr	17	Sat	Apr	6	Mon	Apr	14
Good Friday	Fri	Apr	20	Fri	Apr	5	Fri	Mar	28
Easter Sunday	Sun	Apr	22	Sun	Apr	7	Sun	Mar	30
Secretary's Day	Wed	Apr	25	Wed	Apr	24	Wed	Apr	23
Mother's Day	Sun	May	13	Sun	May	12	Sun	May	11
Victoria Day	Mon	May	21	Mon	May	20	Mon	May	19
Memorial Day (U.S.A.)	Mon	May	28	Mon	May	27	Mon	May	26
Father's Day	Sun	June	17	Sun	June	16	Sun	June	15
First Day of Summer	Thurs	June	21	Fri	June	21	Sat	June	21
Canada Day (Dominion Day)	Sun	July	1	Mon	July	1	Tues	July	1
Independence Day (U.S.A.)	Wed	July	4	Thurs	July	4	Fri	July	4
Civic Holiday	Mon	Aug	6	Mon	Aug	5	Mon	Aug	4
Labor Day	Mon	Sept	3	Mon	Sept	2	Mon	Sept	1
First Day of Fall	Sat	Sept	22	Sun	Sept	22	Mon	Sept	22
Rosh Hashanah	Thurs	Sept	27	Fri	Sept	27	Sat	Sept	27
Grandparent's Day	Sun	Sept	9	Sun	Sept	8	Sun	Sept	14
Jewish New Year	Thurs	Sept	27	Mon	Sept	16	Sat	Oct	4
Yom Kippur	Sat	Oct	6	Wed	Sept	25	Mon	Oct	13
Thanksgiving (Columbus Day, U.S.A.)	Mon	Oct	8	Mon	Oct	14	Mon	Oct	13
Boss's Day	Fri	Oct	19	Fri	Oct	18	Fri	Oct	17
Mother-in-Law's Day	Sun	Oct	28	Sun	Oct	27	Sun	Oct	26
Hallowe'en	Wed	Oct	31	Thurs	Oct	31	Fri	Oct	31
Remembrance Day (Veteran's Day, U.S.A.)	Sun	Nov	11	Mon	Nov	11	Tues	Nov	11
U.S. Thanksgiving	Thurs	Nov	22	Thurs	Nov	21	Thurs	Nov	20
Hanukkah	Wed	Dec	19	Sun	Dec	8	Sat	Dec	27
First Day of Winter	Fri	Dec	21	Sat	Dec	21	Sun	Dec	21
Christmas Day	Tues	Dec	25	Wed	Dec	25	Thurs	Dec	25
Boxing Day	Wed	Dec	26	Thurs	Dec	26	Fri	Dec	26

SALES/PROMOTION ANALYSIS

1984 ACTUALS

MONTH	SALES \$	%	PROMOTION COST \$	%
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total	\$ _____	100%	\$ _____	100%

1985 PROJECTIONS

MONTH	SALES \$	%	PROMOTION COST \$	%
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total	\$ _____	100%	\$ _____	100%

1984 PROMOTION BUDGET

1985 PROJECTED PROMOTION BUDGET

SALES OBJECTIVES

Department	Sales Goal	% Of Goal

JANUARY 1985 TIP OF THE MONTH

Profit From Experience

Analyze, in detail, the reasons for your successes as well as your failures or problems. Experience is the best teacher in business.



WORKSPACE

TOTAL \$ 100%

ADVERTISING BUDGET

% of Sales Dollars
\$

WHAT TO ADVERTISE

Department % Of Sales Adv. \$ % Of Adv. \$

NO. OF SELLING DAYS

	1984	1985	1986
	26	26	26

DECEMBER 1984

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

DAY OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	5	5	5	4	4	4	4
1985	4	4	5	5	5	4	4
1986	4	4	4	5	5	5	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

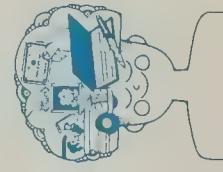
White Sales
Coats
Furs

SALES OBJECTIVES	
Department	Sales Goal
	% Of Goal

FEbruary 1985 TIP OF THE MONTH

Meet Customer Expectations

Advertising creates expectations about a business in the customer's mind. These expectations can include your image, product line, price level and quality of service. Your responsibility is to live up to your advertising claims.



WORKSPACE

TOTAL	\$	100%
		ADVERTISING BUDGET
	\$	% of Sales Dollars

WHAT TO ADVERTISE	% Of Sales	Adv. \$	% Of Adv.
Department			

NO. OF SELLING DAYS	
1984	1985
25	24
	24

JANUARY 1985						
	S	M	T	W	T	F
6			1	2	3	4
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

DAYs OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	4	5	4	4	4	4
1985	4	4	4	4	4	4	4
1986	4	4	4	4	4	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Home Furnishings Events
- Valentine's Day
- Spring Fashions
- Fabrics

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
							February 1985
Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>
3	4	5	6	7	8	9	
Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>
10	11	12	13	14	15	16	
Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>
17	18	19	Ash Wednesday 20	21	22	23	
Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>	Sales \$ <u> </u> Weather <u> </u> Comments <u> </u>
24	25	26	27	28			

SALES OBJECTIVES

Department	Sales Goal	% Of Goal

MARCH 1985

TIP OF THE MONTH

Guarantee Effective Advertising

The cheapest and most effective advertising is word-of-mouth. Always provide excellence in customer service to ensure that the word-of-mouth advertising about your business is complimentary.



WORKSPACE

TOTAL \$ 100%

ADVERTISING BUDGET

% of Sales
Dollars

WHAT TO ADVERTISE

Department % Of Sales
Adv. \$

% Of Sales
Adv. \$

NO. OF SELLING DAYS

	1985	1986
	27	26

FEBRUARY 1985

	S	M	T	W	T	F	S
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28		

DAYSOFMONTH COMPARISON

	S	M	T	W	T	F	S
	1984	4	4	4	5	5	5
	1985	5	4	4	4	5	5
	1986	5	5	4	4	4	5

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Easter Fashions
- Spring Promotions
- Gardening Needs
- Home Improvements (outdoor)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
							March 1985
31	Sales \$ TY LY Comments						
1							
2							
3	Sales \$ TY LY Comments						
4							
5							
6							
7							
8							
9							
10	Sales \$ TY LY Comments						
11							
12							
13							
14							
15							
16							
17	Sales \$ TY LY Comments						
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							

APRIL 1985

TIP OF THE MONTH

TIP OF THE MONTH

Accounting = The Boring Necessity

Like a thermometer your accounting records tell you the health of your business. As boring as it may seem, regular analysis of your records can help you detect when and where problems occur.

SALES OBJECTIVES

Department	Sales Goal	% Of Goal

APRIL 1985

TIP OF THE MONTH

Accounting = The Boring Necessity

Like a thermometer your accounting records tell you the health of your business. As boring as it may seem, regular analysis of your records can help you detect when and where problems occur.

WORKSPACE



NO. OF SELLING DAYS

1984	1985	1986
25	26	26

MARCH 1985

S	M	T	W	T	F	S
31	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29

MONTHLY COMPARISON

	S	M	T	W	T	F	S
1984	5	5	4	4	4	4	4
1985	4	5	5	4	4	4	4
1986	4	4	5	5	4	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

Sportswear
Building Supplies
Houseware

ADVERTISING BUDGET	
TOTAL	\$ 100%
	% of Sales
	Dollars

WHAT TO ADVERTISE

Department	% Of Sales	Adv.	% Of Adv.
------------	------------	------	-----------

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
Sales \$ Weather Comments	April 1985						
April Fools Day 1	Sales \$ Weather Comments						
Easter Sunday 7	Sales \$ Weather Comments						
14	Sales \$ Weather Comments						
21	Sales \$ Weather Comments						
28							

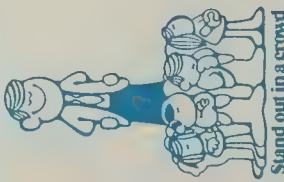
MAY 1985

TIP OF THE MONTH

Beware of "Averageitis"

"Averageitis" is being like other businesses of the same kind. Over time the business becomes uncreative, dull and uninteresting. "Averageitis" invites sharp, ultimately and overwhelming competition. Remember the question "What makes my business different than the others?"

WORK SPACE



SALES OBJECTIVES

% Of
Goal

Department
Sales
Goal

100%

TOTAL
\$

ADVERTISING BUDGET

% of Sales
Dollars

WHAT TO ADVERTISE

% Of
Sales
Adv.

S M T W T F S
1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30

NO. OF SELLING DAYS

	1984	1985	1986
	27	27	27

APRIL 1985

	S	M	T	W	T	F	S
	1	2	3	4	5	6	
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30				

DAYS OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	4	5	5	4	4	
1985	4	4	5	5	5	4	
1986	4	4	4	5	5	5	

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Mother's Day
- Bridal Gifts
- Garden Supplies

SALES OBJECTIVES	
Department	% Of Goal

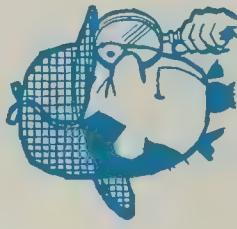
JUNE 1985

TIP OF THE MONTH

Competitive Watch

Is your business competitive? Remember, most consumers shop and compare before purchasing. Understand who your competitors are and what products, prices and services they offer. This information may often be the key to why your sales are increasing — or decreasing.

WORKSPACE



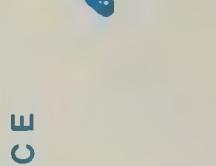
JUNE 1985

TIP OF THE MONTH

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Is your business competitive? Remember, most consumers shop and compare before purchasing. Understand who your competitors are and what products, prices and services they offer. This information may often be the key to why your sales are increasing — or decreasing.

WORKSPACE



SALES OBJECTIVES	
Department	% Of Goal

TOTAL \$ 100%

ADVERTISING BUDGET

% of Sales
Dollars

WHAT TO ADVERTISE

Department	% Of Sales	Adv. \$	% Of Adv.	Adv. \$

MAY 1985						
	S	M	T	W	T	F
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

DAY OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	4	4	4	5	5	5
1985	5	4	4	4	4	4	4
1986	5	5	4	4	4	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Vacation Needs
- Anniversary Gifts
- Graduation
- Father's Day

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
							June 1985
30	Sales \$ TY LY Weather Comments						
2	Sales \$ TY LY Weather Comments						
9	Sales \$ TY LY Weather Comments						
Father's Day 16	Sales \$ TY LY Weather Comments						
23							
1							
8							
14							
21							
22							
27							
28							
29							

JULY 1985

TIP OF THE MONTH

Changing Times

Take "we've always done it this way" out of your vocabulary. Your markets and customers are constantly changing. Analyze and revise your marketing strategies to reflect these changes. Remember what happened to the dinosaur when it didn't change with the environment?

WORKSPACE



SALES OBJECTIVES

Department	Sales Goal	% Of Goal

TOTAL \$ _____ 100%

ADVERTISING BUDGET

% of Sales Dollars \$ _____

NO. OF SELLING DAYS

	1984	1985	1986
26	27	27	27

JUNE 1985						
S	M	T	W	T	F	S
						1
		2	3	4	5	6
		9	10	11	12	13
		16	17	18	19	20
		23	24	25	26	27
		28	29	30		

DAYS OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	5	5	4	4	4	4	4
1985	4	5	5	5	4	4	4
1986	4	4	5	5	5	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Outdoor Living Supplies
- Auto Accessories
- Sportswear
- Summer Clearance

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	July 1985
Canada Day 1	2	3	4	Independence Day (U.S.A.)	5	6	
Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	
7	8	9	10	11	12	13	
Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	
14	15	16	17	18	19	20	
Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	
21	22	23	24	25	26	27	
Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	Sales \$ <u> </u> LY <u> </u> Weather <u> </u> <u> </u> Comments	
28	29	30	31				

SALES OBJECTIVES	
Department	Sales Goal
	% Of Goal

AUGUST 1985 TIP OF THE MONTH

Plan Your Business Strategy

Most people wouldn't go on a holiday without some preparation and a road map. Operating a business is no different. By failing to plan — you might be planning to fail. Your business plan is your road map to success.



WORKSPACE

TOTAL \$ 100%

ADVERTISING BUDGET

% of Sales
Dollars

WHAT TO ADVERTISE
Department % Of Adv. % Of Adv.
Sales \$ \$

NO. OF SELLING DAYS	
1984	1985
27	27

JULY 1985	
S	M
1	2
7	8
14	15
21	22
28	29
	30
	31

DAYS OF MONTH COMPARISON	
S	M
T	W
F	S
1984	4 4 4 5 5 5
1985	4 4 4 5 5 5
1986	5 4 4 4 5 5

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Back-to-School
- Summer Clearances (cont'd)
- Fall Fashions
- Children's Wear

SALES OBJECTIVES

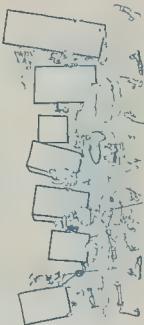
Department	Sales Goal	% Of Goal

SEPTEMBER 1985 TIP OF THE MONTH

Know Your Customer

A business' success or failure is ultimately decided by the customer. Failure to understand who your customers are and what they want is inviting future disaster.

WORKSPACE



NO. OF SELLING DAYS		
	1984	1985
	25	25
		26

AUGUST 1985						
	S	M	T	W	T	F
					1	2
	4	5	6	7	8	9
	11	12	13	14	15	16
	18	19	20	21	22	23
	25	26	27	28	29	30
						31

ADVERTISING BUDGET

\$	100%	% of Sales Dollars

WHAT TO ADVERTISE

Department	% Of Sales	Adv.	% Of \$ Adv.

DAYSOFMONTH COMPARISON

	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Back-to-School (cont'd)
- Women's Accessories
- Paints and Wallpaper
- Children's Wear
- Grandparent's Day

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
Sales \$ Weather Comments	September 1985						
1 Labor Day	2	3	4	5	6	7	
Sales \$ Weather Comments							
Grandparents Day	8	9	10	11	12	13	
Sales \$ Weather Comments							
Jewish New Year	15	16	17	18	19	20	First Day of Fall 21
Sales \$ Weather Comments							
	22	23	24	25	26	27	28
Sales \$ Weather Comments	Sales \$ Weather Comments	Yom Kippur	Rosh Hashanah				
	29	30					

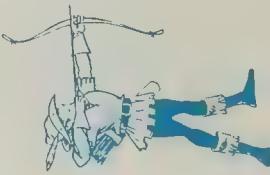
SALES OBJECTIVES	Sales	% Of Goal
Department		
TOTAL	\$	100%

OCTOBER 1985 TIP OF THE MONTH

Target Your Advertising

It's not how much you advertise that makes your advertising effective. It is to whom. The best ad won't work if it is not targeted to the right prospects. Know who your most likely customers are — then select the advertising media that will most effectively reach them.

WORK SPACE



NO. OF SELLING DAYS

	1984	1985	1986
TOTAL	27	27	27

SEPTEMBER 1985

	S	M	T	W	T	F	S
1	1	2	3	4	5	6	7
8	8	9	10	11	12	13	14
15	15	16	17	18	19	20	21
22	22	23	24	25	26	27	28
29	29	30					

DAY'S OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	5	5	5	4	4	4
1985	4	4	5	5	5	4	4
1986	4	4	4	5	5	5	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Thanksgiving
- Draperies
- Home Improvements (indoor)
- Halloween

WHAT TO ADVERTISE

Department	% Of Sales	Adv.	% Of \$	Adv.

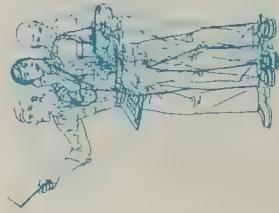
SALES OBJECTIVES

Department	Sales Goal	% Of Goal

NOVEMBER 1985 TIP OF THE MONTH

Delegate Authority

Many businesses fail because one person tries to do all things. Delegate authority and responsibility and then watch staff dedication, involvement and results improve.



WORK SPACE

TOTAL	\$	100%	% of Sales Dollars

ADVERTISING BUDGET

Department	% Of Sales	Adv.	% Of Adv.	Adv.

WHAT TO ADVERTISE

	S	M	T	W	T	F	S
1984							
1985							
1986							

DAY'S OF MONTH COMPARISON

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Christmas Promotions
- Toy Openings
- Ski Shops

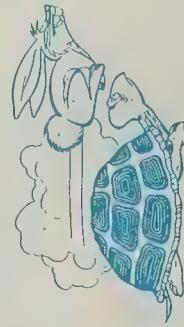
November 1985

DECEMBER 1985

TIP OF THE MONTH

You Set The Pace

As an owner, manager or supervisor you set the standards for your employees. Your attitude and work habits are reflected through your employees to your customers. The most effective leadership is gained by showing a good example.



WORK SPACE

TOTAL \$ 100%

ADVERTISING BUDGET

% of Sales
Dollars \$

WHAT TO ADVERTISE

% of
Sales
Department \$

NO. OF SELLING DAYS

	1984	1985	1986
	25	25	26

SALES OBJECTIVES

Sales
Goal
Department

NOVEMBER 1985

	S	M	T	W	T	F	S
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30

DAY OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	5	5	4	4	4	4	5
1985	5	5	5	4	4	4	4
1986	4	5	5	4	4	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

Christmas
Year-End Sales

December 1985

SALES OBJECTIVES

Department	Sales Goal	% Of Goal
		100%

JANUARY 1986 TIP OF THE MONTH

Happiness Sells

A smile is something you can give your customers for free — and the business rewards are immeasurable. Remember, pleasant sales personalities can make happy and lasting customers.



WORKSPACE

TOTAL	\$	100%

ADVERTISING BUDGET

	\$	% of Sales Dollars

WHAT TO ADVERTISE

Department	% Of Sales	Adv. \$	% Of Adv.

NO. OF SELLING DAYS

	1985	1986	1987
	26	26	26

DECEMBER 1985

	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	31				

DAY OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	4	5	5	5	4	4
1985	4	4	5	5	5	5	4
1986	4	4	4	5	5	5	5

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

White Sales
Coats/Furs (clearance)
Winter (clearance)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	COMPETITIVE AND OTHER NOTES
			Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	January 1986
			Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
			Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
			Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
5	6	7	Ukrainian Christmas Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
12	13	14	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
19	20	21	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
26	27	28	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	Sales \$ TY LY Weather Comments	
							31

January 1986

SALES OBJECTIVES

Department	Sales Goal	% Of Goal

FEBRUARY 1986

TIP OF THE MONTH

Department	Sales	% Of Goal

Image Check

What does your appearance, attitude and customer service manners say about your business? Ensure you and your staff always portray a professional and consistently good image.



WORKSPACE

TOTAL	\$	100%

ADVERTISING BUDGET

	\$	% of Sales Dollars

WHAT TO ADVERTISE

Department	% Of Sales	Adv. \$	% Of Adv.

NO. OF SELLING DAYS

	1985	1986	1987
	24	24	24

JANUARY 1986

S	M	T	W	T	F	S
				1	2	3
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

DAY'S OF MONTH COMPARISON

	S	M	T	W	T	F	S
1984	4	4	4	4	4	4	4
1985	4	4	4	4	4	4	4
1986	4	4	4	4	4	4	4

TRADITIONAL MERCHANDISING EVENTS AND PROMOTIONS

- Fabrics
- Valentine's Day
- Spring Fashions
- Home Furnishings Events

MONTHLY % OF ANNUAL SALES

ALBERTA

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ALL STORES	6.71	6.61	7.68	8.00	8.58	8.77	8.36	8.38	8.31	8.83	9.03	10.74
COMBINATION STORES	7.44	7.09	7.72	7.75	8.62	8.64	8.78	8.52	8.46	8.85	8.48	9.64
GROCERY CONFECTIONERY	7.10	6.61	7.42	7.83	8.50	8.78	9.26	9.11	9.03	9.03	8.41	8.92
ALL OTHER FOOD STORES	6.83	7.07	7.71	8.18	8.98	9.00	7.72	8.23	8.65	8.83	8.60	10.20
DEPARTMENT STORES	6.11	5.76	7.11	7.39	7.92	7.90	7.38	7.96	8.44	8.68	10.54	14.81
GENERAL MERCHANDISE STORES	6.82	6.75	7.03	7.19	8.70	7.95	7.24	8.05	8.19	9.73	11.39	10.95
GENERAL STORES	7.18	6.80	7.76	7.79	8.88	8.81	8.39	8.48	8.51	8.74	8.65	10.02
VARIETY STORES	5.76	5.73	6.89	7.48	8.20	8.22	7.94	8.22	7.84	8.27	9.79	15.64
MOTOR VEHICLE DEALERS	6.59	7.26	8.83	9.31	9.22	9.43	8.48	8.18	8.08	9.02	8.42	7.18
USED CAR DEALERS	7.61	7.68	7.52	7.30	6.99	10.12	10.71	10.84	8.62	9.17	7.37	6.09
SERVICE STATIONS	6.78	6.60	7.29	7.49	8.14	8.86	9.69	9.80	8.98	8.98	8.51	8.95
GARAGES	7.77	6.96	7.93	8.28	8.86	8.32	8.55	8.44	8.38	9.04	9.45	8.01
AUTOMOTIVE PARTS & ACCESS. STORES	5.40	4.81	6.16	8.14	9.69	9.65	9.02	8.49	8.40	9.73	10.28	10.22
MEN'S CLOTHING STORES	8.31	5.84	6.90	7.23	7.49	8.41	7.14	7.46	8.20	8.30	9.99	14.74
WOMEN'S CLOTHING STORES	7.29	5.89	7.02	7.45	7.66	8.03	7.60	8.09	8.85	9.26	9.68	13.18
FAMILY CLOTHING STORES	6.35	5.30	6.76	6.97	7.64	8.25	7.32	8.37	8.72	9.12	10.32	14.88
SPECIALITY SHOE STORES	9.25	6.11	5.95	7.82	8.79	7.90	9.69	8.44	7.98	9.85	9.00	9.23
FAMILY SHOE STORES	6.11	5.09	7.10	8.16	8.08	8.03	7.90	8.44	8.65	10.20	10.83	11.41
HARDWARE STORES	6.16	5.25	6.01	7.69	10.04	10.54	9.14	8.42	8.02	8.02	8.49	12.23
HOUSEHOLD FURNITURE STORES	8.25	8.06	7.96	7.75	7.72	7.51	7.37	8.58	8.51	10.05	8.74	8.20
HOUSEHOLD APPLIANCE STORES	8.40	8.06	8.06	7.87	7.48	6.91	7.44	7.88	7.85	9.64	11.60	10.81
FURN., TV, RADIO & APPLI. STORES	8.62	6.99	7.57	7.54	7.96	7.72	7.28	8.09	8.74	9.32	9.56	10.61
PHARM., PAT. MED. & COSMET. STORES	7.29	7.10	7.57	7.56	8.04	8.32	7.99	8.34	8.21	8.66	8.88	11.96
BOOK & STATIONERY STORES	6.44	6.51	6.54	6.62	6.94	7.34	7.12	8.01	8.23	8.13	10.45	17.68
FLORISTS	5.91	8.40	6.96	8.74	13.24	9.05	6.60	6.63	6.64	7.50	7.51	12.82
JEWELLERY STORES	4.83	5.22	5.45	6.20	7.70	7.31	6.60	6.85	6.60	7.03	10.35	25.85
SPORTING GOODS & ACCESS. STORES	6.51	6.07	7.76	8.27	10.48	10.13	8.79	8.55	7.23	7.40	7.51	11.30
PERSONAL ACCESSORIES STORES	6.20	6.02	6.51	6.68	7.11	8.21	8.87	9.24	8.09	9.44	15.55	
ALL OTHER STORES	6.12	6.33	7.62	7.88	8.54	9.22	8.73	8.46	8.06	8.58	11.95	

MONTHLY % OF ANNUAL SALES

CANADA

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ALL STORES	6.29	6.44	7.63	8.13	8.80	8.63	8.61	8.79	8.30	8.77	8.94	10.66
COMBINATION STORES	7.53	7.18	7.89	8.19	8.50	8.14	8.44	8.74	8.43	8.82	8.21	9.94
GROCERY CONFECTIONERY	7.20	7.30	7.54	8.00	8.64	8.81	9.54	9.33	8.39	8.30	7.98	8.97
ALL OTHER FOOD STORES	6.42	6.35	6.73	7.04	8.52	8.93	9.53	9.49	8.55	9.29	9.20	9.93
DEPARTMENT STORES	4.80	4.86	6.31	7.38	7.98	7.92	7.28	8.31	8.58	9.02	11.15	16.40
GENERAL MERCHANDISE STORES	5.61	6.13	7.27	7.84	8.63	7.71	7.56	8.47	8.47	10.35	11.78	10.20
GENERAL STORES	7.10	6.79	7.52	8.02	8.55	8.66	8.93	8.95	8.33	8.27	8.27	10.61
VARIETY STORES	4.23	4.86	6.28	7.56	8.12	7.65	7.73	9.28	7.91	8.21	11.34	16.84
MOTOR VEHICLE DEALERS	5.72	6.78	9.70	9.74	10.42	9.97	9.17	8.80	8.11	8.71	7.36	5.52
USED CAR DEALERS	9.95	6.54	6.68	7.95	9.50	9.91	9.00	10.67	7.88	8.60	7.39	5.92
SERVICE STATIONS	7.11	7.12	7.59	7.73	8.75	8.80	9.21	8.96	8.44	8.89	8.86	8.54
GARAGES	6.48	7.43	8.00	8.06	8.46	8.70	9.04	9.34	9.02	8.84	8.57	8.06
AUTOMOTIVE PARTS & ACCESS. STORES	4.15	4.52	5.29	7.27	9.91	10.36	10.10	7.91	7.57	8.55	11.71	12.67
MEN'S CLOTHING STORES	5.00	4.61	6.44	7.65	7.52	8.03	6.87	7.84	8.21	8.60	11.22	18.02
WOMEN'S CLOTHING STORES	5.17	4.86	6.40	7.76	8.35	7.86	7.93	8.16	7.91	8.94	10.67	15.98
FAMILY CLOTHING STORES	4.75	4.61	6.12	8.05	8.32	7.43	7.46	9.04	8.00	9.33	10.41	16.49
FAMILY SHOE STORES	4.91	4.19	5.34	8.64	8.98	8.04	7.25	9.39	7.78	9.13	11.24	15.11
HARDWARE STORES	4.85	4.20	4.94	6.99	9.03	9.49	9.71	9.34	9.57	10.30	10.12	11.40
HOUSEHOLD FURNITURE STORES	5.99	5.44	7.32	8.12	8.93	7.45	8.34	9.44	8.84	9.89	12.13	
HOUSEHOLD APPLIANCE STORES	5.25	3.87	6.08	6.45	8.31	8.64	10.47	11.01	9.30	9.32	9.73	11.56
FURN., TV, RADIO & APPLI. STORES	5.28	5.37	7.71	7.90	8.15	8.83	7.71	8.38	9.49	8.96	10.61	11.60
PHARM., PAT. MED. & COSMET. STORES	7.39	7.02	7.78	7.94	8.19	8.25	8.24	8.39	8.26	8.38	8.25	11.91
BOOK & STATIONERY STORES	8.39	7.30	7.04	6.33	6.88	6.28	7.10	8.64	7.55	7.05	10.06	17.38
FLORISTS	5.41	7.54	7.05	9.29	12.45	9.73	8.17	7.80	7.19	7.27	6.75	11.35
JEWELLERY STORES	5.11	4.68	5.57	6.46	7.95	7.24	7.32	7.65	6.89	6.42	10.49	24.21
SPORTING GOODS & ACCESS. STORES	4.93	4.94	6.67	9.87	12.97	12.27	10.65	8.44	6.33	7.48	7.17	8.30
PERSONAL ACCESSORIES STORES	5.11	5.60	6.12	6.98	7.84	7.66	9.32	9.28	7.73	8.70	10.17	15.50
ALL OTHER STORES	6.12	6.19	6.99	7.07	7.88	8.19	8.76	8.20	8.38	8.53	15.01	

Alberta Tourism and Small Business Offices

HEAD OFFICE EDMONTON

15th Floor
Capitol Square
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T5J 0H4
Ph. 427-3685

CALGARY

5th Floor
999 - 8th Street S.W.
T2R 1J5
Ph. 297-6284

CAMROSE

Provincial Building
4909 - 48 Street
T4V 1L7
Ph. 679-1235

EDSON

Provincial Building
4926 - 1st Avenue
P.O. Box 2490
T0E 0P0
Ph. 723-8229

GRANDE PRAIRIE

1401 Provincial Building
10320 - 99 Street
T8V 6J4
Ph. 538-5230

LETHBRIDGE

249, Provincial Building
200 - 5 Avenue S.
P.O. Box 3014
T1J 4C7
Ph. 329-5414

MEDICINE HAT

217 Provincial Building
770 - 6 Street S.W.
T1A 4J6
Ph. 529-3630

PEACE RIVER

Postal Bag 900, Box 3
Provincial Building
9621 - 96 Avenue
T0H 2X0
Ph. 624-6113

RED DEER

3rd Floor, Provincial Building
4920 - 51 Street
T4N 6K8
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ST. PAUL

Provincial Building
P.O. Box 1688
5025 - 49 Ave.
T0A 3A0
Ph. 645-6358

ALBERTA TOURISM AND
SMALL BUSINESS OFFICES



N.L.C.-B.N.C.

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